NAVAL INSPECTOR GENERAL

Challenges of Reduced Manning:

What Cultures Need to Change?

Personnel Issues

Office of the Chief of Naval Operations
Surface Warfare

- The “Human Dimension”
  - Credible Leadership
  - Sense of being valued / Value acknowledged
  - Sense of belonging to a Professional Team
  - Early Responsibility
  - Quality of Life
  - Growth/Learning
  - Excitement / Adventure / Travel
- An acceptable compensation “floor”

What JOs Like/Don't Like

- Like
  - Early Responsibility
  - Leading the Troops
  - Driving the Ship
  - Foreign Port Visits
  - Variety and Challenge
  - Shooting Guns / Missiles

What JOs Like/Don't Like

- Don't Like
  - "Zero Defect" Mentality / Risk
  - Micro-management
  - Lack of ability to plan Life / Family
  - Working hours in home port
  - Inspections / Admin / Make Work
  - Seniors inconsistent with learned "Core Values"

Change the Culture?

- The Problem
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In Ship Design and Manpower Decisions:

- Crewmembers are an Afterthought (Sweeping Generalization)
- Specifically (and too often):
  - We care little how well they are employed
  - We squander people's talents on tasks of small consequence
  - We stifle ingenuity
  - We shortchange training
  - We relegate education to odd hours, odd places

In Ship Design and Manpower Decisions:

- Specifically (and too often):
  - We keep our bright people in the dark
  - We keep them from being the representatives we know they can be
- We're surprised when they leave

Wow! Can we do better?

Employing People

Manning Equation

WS + PM + CM + OUS + FM + TRNG + Pers
Time = 168

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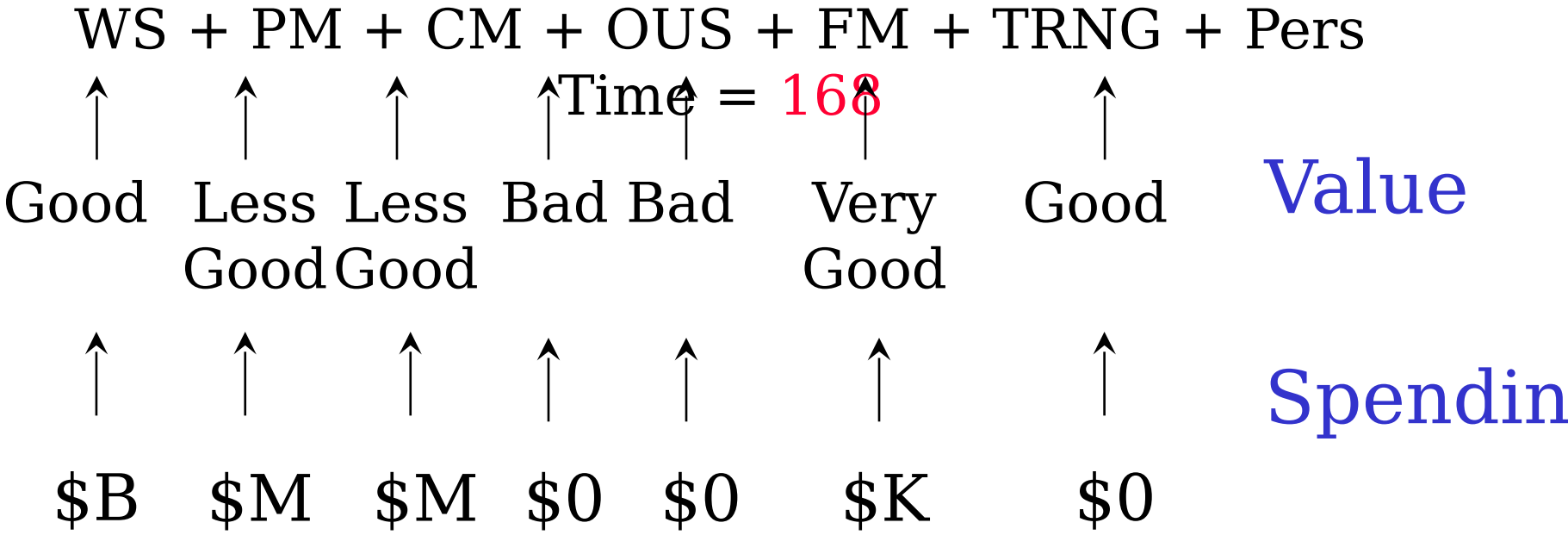
Good	Less Good	Less Good	Bad	Bad	Very Good	Good

Value

Employing People

Manning Equation



Some Sample Questions

- Why do we build/paint ships that rust?
- Why do we require 5% of crew for food service?
- Why can’t heads be maintainable?
- Why do we spend $100K to train an ST (FC, AW, …) and have him/her run the scullery machine?

Some Sample Questions

- Why must ~3% of crew rotate each month?
- Why is it OK for some ratings to be sea intensive and others not?

Retention

- All Enlisted Retention Below Goals
  - Technical ratings critical
  - Private Sector competition
- Officer Retention Inadequate
  - Job satisfaction troubles
  - Lure of the civilian sector

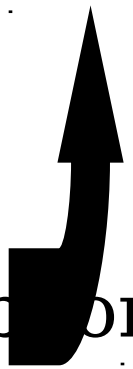
I Contend that:

- Ship's don't enrich Sailor's lives sufficiently
- Sea duty must be more gratifying

Recruiting Competition:
A Down and Dirty Struggle

- We want:
  - Quality
  - Education
  - Motivation
  - Fitness
- We offer ?
  - Advancement
  - Training
  - Education
  - Satisfaction

For these people



Ship design must support

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Letters to Mom

Johnny's Enlisted … Cousin Billy is thinking it over

- Early Boot Camp
- Graduation
- ST "A" School
- Reception aboard ship
- The Sonar Gang

Can the ship make a difference?

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- Am I seeing the world?
- Johnny and Billy

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What is the Breakthrough Permitting Smaller Crews?

- Bag guns … Semi-fixed Ammo
- Gun Main Battery … Missiles
- Coal … Oil
- Boilers … Diesels, Gas Turbines

- Must Create one now
  - Value Sailors
  - Employ them better
  - Exploit information advances

Culture Change for Minimum Manning

- Value People
- Exploit (their) Innovation and Energy
- Reduce/Eliminate Drudgery
- Capitalize on Versatility
- Info-Net Crew
- Form, Train, Employ, Crew … Together

A Crew of 95 Sailors …

- Doing what?
- Training how?
- Motivated/Excited by?
- Getting ahead?
- Respite?
  - Afloat
  - Ashore

Sea and Shore Training

Functions of (Minimal) Crew: Train, Operate, Fight

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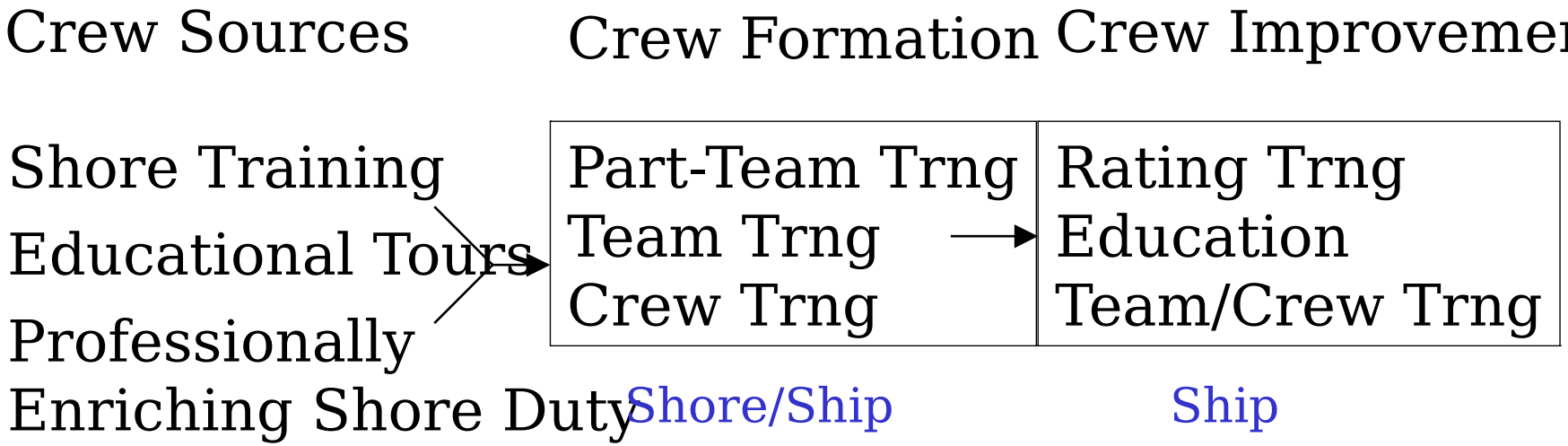


Sea and Shore Training

Functions of (Minimal) Crew: Train, Operate, Fight

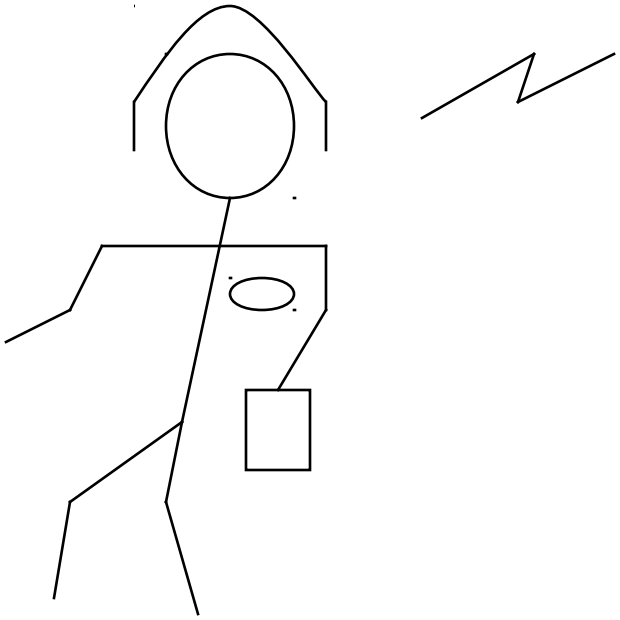
Crew Sources	Crew Formation	Crew Improvement
Shore Training Educational Tours Professionally Enriching Shore Duty	Part-Team Trng Team Trng Crew Trng	Rating Trng Education Team/Crew Trng
	Shore/Ship	Ship

Investments

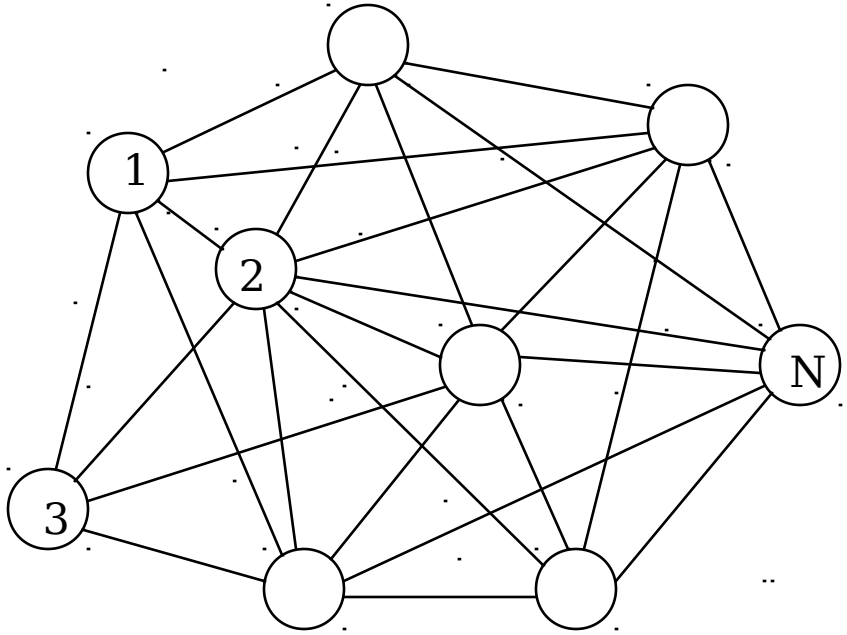
- Schools
  - Training Device
  - TTE — Ashore
- OBTs
- Embedded Trainers
- Distance Learning — Afloat

Collective Crew Consciousness

The Info-Enabled Crew Member



The Info-Netted Crew



“See the World” How Important?

- Show the Flag
- Influence views, events
- Involve crew members in region
- Have fun!

Consider the Crew perspective in ship scheduling

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Today's Manning Model

- Combat Systems
- Propulsion/Electrical
- Operations/Deck
- Administration/Support

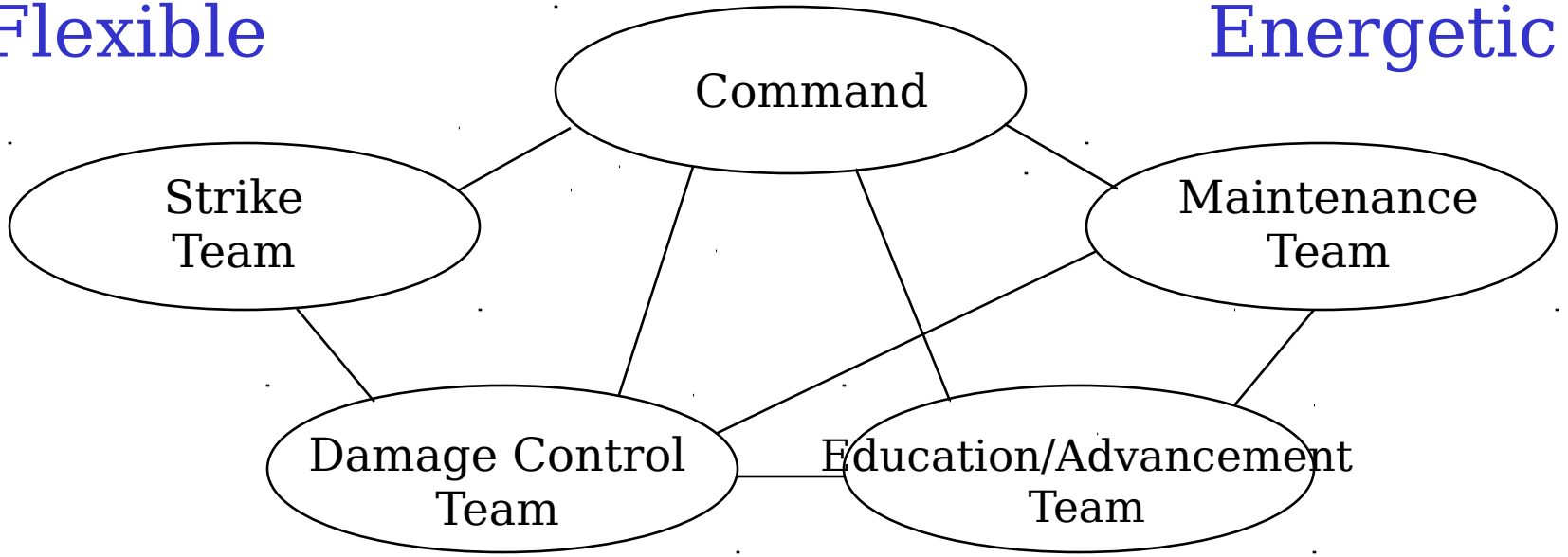
} Damage Contr

Spend money to equip ship
Add people to each until function is full

A Crew of Functional Teams
How Might it Work?

Flexible

Energetic



Typical Team Composition:

Leader(s), Trainer(s), Specialists, Support

Knowledgeable People

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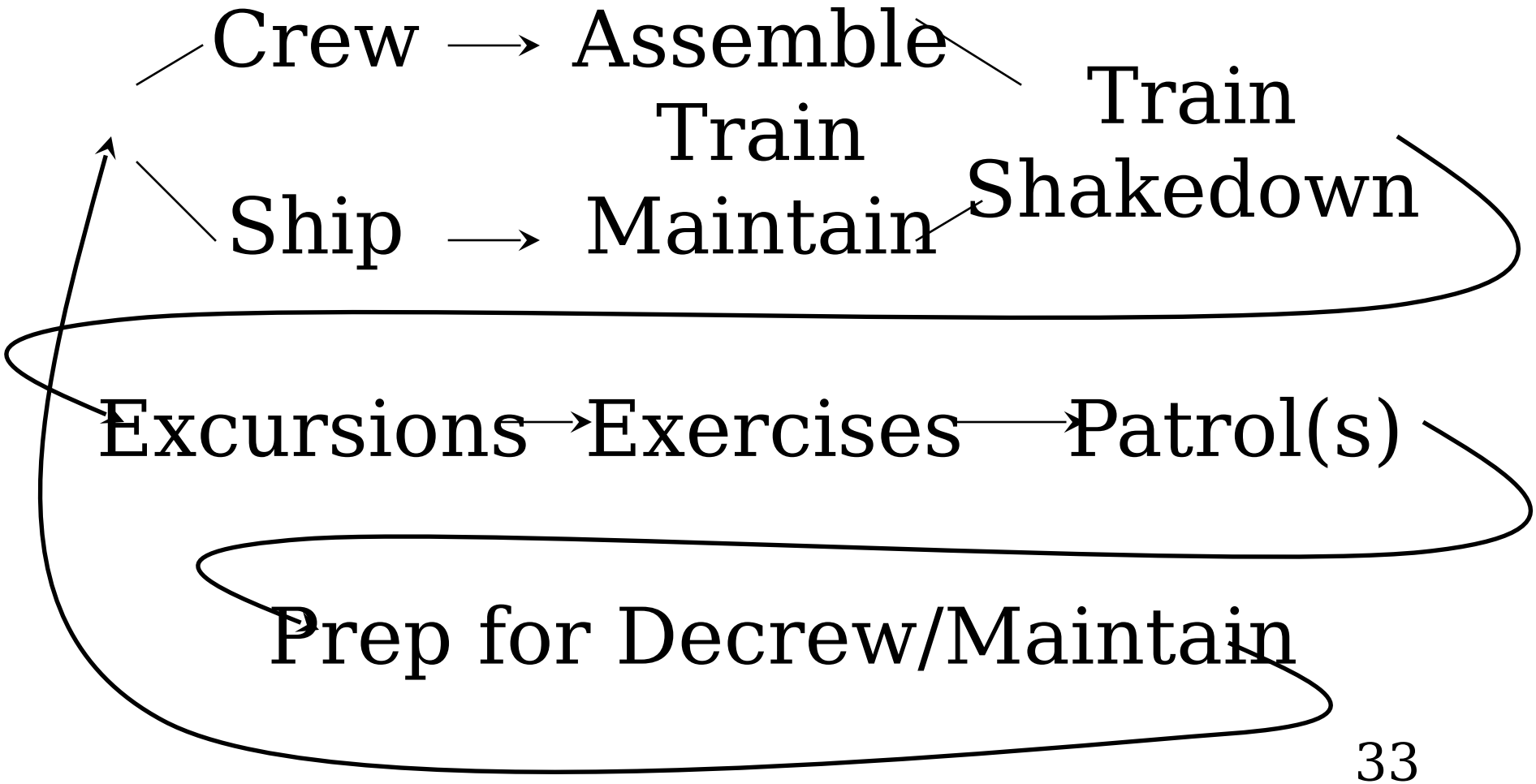
Another Model
‘Select-A-Crew’

- 95 might be right (and may not be right)
  - Skills, Judgement, Energy, Innovation

* The crew (with their machine) are t
- Control the Sea
- Control the Air
- Strike the Land
- Patrol the Oceans
- Act as U.S. Defense Node

Block Manning



Sea/Shore Rotation

- Sea Component
  - Train
  - Operate
  - Maintain
  - Learn the world

Rating by Rating

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- Shore Component
  - Train
  - Instruct
  - Maintain
  - Develop
  - Recruit

Base outsourcing/civilianization decisions ashore only on Military essentiality and support required

Shore Support

- Data Management
- Administration
- Maintenance/Husbandry
- Training/Education Systems Management
- Anything else that is not:
  - Train
  - Operate
  - Fight

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Incentives

- We will:
  - Recognize Risk takers
  - Reward innovation
  - Exploit energy, creativeness, flexibility, experience of every Sailor
  - Guarantee challenge and satisfaction
  - Have Sailors (Officer and Enlisted) work in their specialties
  - Push advancement through training/education
  - Show Sailors the World

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Can the ship make a difference?

What's Happened Since January 1999?

- IDTC reductions
- FRB actions
- Smart Ship/Smart Gator
- White paper on ship design and crewing
- Electric drive decision
- Live, work, play philosophy

What Should We Do Now?

- Exploit the “Strategic Pause”
- Treasure and support people
- Shake the culture
- “Equip the crew,” don’t “Man the ship”
- Leap ahead … Dominate warfare

Your Views?